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ABSTRACT

Summarizes the observations, ideas, and proposals of nearly 250 representatives of community organizations, businesses, trade associates, non-profit agencies, government and educational institutions, including current students and alumni, about what City College of San Francisco (California) might do to prepare for and face a number of important challenges in the next decade. Presenters at the college's eight listening sessions focused on seven major themes: expanding marketing and college outreach activities; promoting access to the college and college programs; expanding flexible delivery of services; continuing and/or expanding current programs; expanding workforce and economic development initiatives; supporting out-of-classroom learning activities; and expanding partnerships and collaborations. Gives an overview of the listening sessions and outlines questions that speakers were asked to address: student success, access, programs, technology, facilities, funding, and other challenges. Recounts the seven major areas of concern among the invited presenters. Presents a list of major findings from the listening sessions organized by the seven themes and a summary of the major proposals in each area. The appendices include a list of the listening session presenters and a list of the college's faculty, staff, administrators, and trustees who helped to make the listening sessions possible. (VWC)

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NEW CHALLENGES
NEW OPPORTUNITIES

A REPORT ON CCSF LISTENING SESSIONS
DECEMBER 1998 - FEBRUARY 1999

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CITY COLLEGE OF SAN FRANCISCO

City College of San Francisco
Office of the Chancellor

June 1999

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DR. PHILIP R. DAY, JR., CHANCELLOR

CHANCELLOR'S PREFACE

The winds of change are sweeping through the world. These sentiments are shared by virtually every business and education leader in the country as they address major challenges of competition and new, higher standards of excellence, and increased emphases on accountability and performance.

City College of San Francisco continues to keep up with this ever-faster pace of change and challenge. The Strategic Plan for CCSF is a road map of goals and objectives and strategies for the new millennium. In the coming years, we may well be expected to accomplish more with less. Our plan is therefore ambitious, seeking to achieve as much growth and development as possible, yet tempered by the reality of available resources.

Our strategic plan was adopted by the Board of Trustees in December 1997 after almost two years of hard work by faculty, administrators, students and staff. When I arrived at the College in September 1998, the Board asked me to revisit the plan to ensure that it is up-to-date and current with the needs of our diverse communities in San Francisco.

Recognizing that our Strategic Plan is a living document that needs to be continually shaped and adjusted, I initiated a series of listening sessions to hear from representatives of business, industry, government and community organizations about their concerns and ideas for how CCSF should address the educational needs of our constituencies. After three months of planning, and three months of holding listening sessions at eight of our campuses, we have compiled this report that provides the College with the critical ideas and proposals from nearly 300 representatives from a diverse array of organizations.

The information contained in this report will be integrated into the college's Strategic Plan and action plans will be developed to ensure that the proposals and ideas coming out of the listening sessions are implemented in the near future.

I want to thank all the participants for their time and effort in making these listening sessions so productive and important for City College.

Dr. Philip R. Day, Jr.
Chancellor

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EXECUTIVE SUMMARY

This report summarizes the observations, ideas and proposals of nearly 250 representatives of community organizations, businesses, trade associations, non-profit agencies, government and educational institutions including current students and alumni about what the College might do to prepare for and face a number of important challenges in the next decade. The information in this report will be reviewed by the College's Planning and Budgeting Council for purposes of updating and modifying the College's Strategic Plan.

Presenters at the College's eight listening sessions focused on seven major themes:

Expand Marketing and College Outreach Activities
Speakers urged the college to *increase its visibility by using prominent signs; regular advertisements in community newspapers and college contacts at each campus*. Much of the emphasis on visibility was directed toward *promoting and expanding outreach activities particularly to diverse and hard-to-reach constituencies throughout the College service area as well as to all students in the SFUSD schools*.

Promote Access to College Programs
Many presenters wanted CCSF *to increase the effectiveness of enrollment, financial aid and testing services* for students entering the College. They also urged *an increase in high-demand classes as well as hours of college services and strengthening counseling services.*

Expand Flexible Delivery of Services
A recurring theme throughout the sessions was the importance of delivering educational services that meet the needs of students with non-traditional schedules. Among the many ideas were *expansion of distance learning programs; more short-term classes and dividing long-term courses into a series of course modules*. They also urged the College to consider *weekend courses and extended evening classes*. *Support services, especially childcare and counseling services, need to be extended* to help students enrolled in weekend, evening and other non-traditional times.

Continue and/or Expand Current Programs
Presenters appreciate City College programs. They spoke highly of many of the current programs and urged that they be continued and some of them expanded. Programs that should be expanded including *English as a Second Language and other immigrant educational programs; basic skills; general education; concurrent enrollment classes with high school students; child development/parent programs; Gay, Lesbian and Bisexual Studies.*

Expand Workforce and Economic Development Initiatives

A central thread throughout the listening sessions was the importance of CCSF as a source of education and training for the San Francisco workforce. The College needs to address the training and education needs of incumbent workers, displaced workers, welfare recipients and workers needing to upgrade their skills. Speakers proposed *the expansion of industry-specific training programs, such as multi-media and health; continuation of work with City agencies and community organizations on welfare to work programs training programs for city workers; expansion of vocational ESL classes; and the use of distance education delivery systems for workforce training.*

Support Out-of-Classroom Learning Activities

There is a growing recognition of the importance of out-of-classroom learning activities as a mechanism for students to combine hands-on experiences with classroom instruction Among the activities that speakers addressed were the *increased opportunities for service learning; the expansion of internships; expansion of tutoring programs; and mentoring opportunities for students.*

Expand Partnerships and Collaborations

Many speakers extended their appreciation to the College for inviting them to speak at a CCSF Listening Session. They also indicated their interest in developing partnerships and collaborations with the College including *initiatives with business and industry; the San Francisco Unified School District; post-secondary institutions in the region; City and County government; and community-based organizations.*

OVERVIEW OF LISTENING SESSIONS

During the months of December 1998 through February 1999, City College of San Francisco invited representatives from many different sectors of San Francisco to present their ideas of what City College should be doing to serve the needs of the people of San Francisco in the next five to ten years. The invitees, almost 250 of them, came prepared with their ideas, suggestions and thoughts to share with a panel of City College "listeners," faculty, classified, staff, administrators, current students and members of the Board of Trustees. The Chancellor chaired all eight sessions.

The eight listening sessions were held in or near the campuses of City College. Speakers were organized into panels, most of which had a special focus such as "Perspectives from the Media" or "Views from Community Organizations." Each speaker was invited to take five to seven minutes to present ideas, thoughts and/or proposals to a panel of City College listeners. To help focus the presentations, each invitee was sent a paper entitled "City College of San Francisco: New Challenges, New Opportunities," which identified some critical issues and some important questions facing the college. The central question asked was: **What key directions should CCSF undertake in planning its future?**

Among the questions that speakers were asked to address were the following:

- **Student Success**—How can CCSF best prepare for, and help students achieve, the changing educational goals of the next century?
- **Access**—How can the College ensure access to all San Franciscans and expand educational opportunities?
- **Programs**—What strategies can City College use to provide diverse programs and educational services within the constraints of a tightened budget?
- **Technology**—What strategies might CCSF employ to embrace new technologies and develop partnerships that will benefit student learning?
- **Facilities**—How can City College best improve its educational facilities?
- **Funding**—What sources of revenue might be developed to help City College deal with increasing enrollments and limited State funding?
- **Other Challenges**—What other issues might CCSF face in the coming years, and how might the institution best address them?

The City College listeners heard a large number of ideas, suggestions and proposals from the invited speakers, which is summarized both in Executive Summary and the Major Findings sections of this report.

Most speakers complemented the College for organizing the listening sessions and asking for input from the people of San Francisco. For many of the speakers, this was the first time that any institution had asked for their views and ideas.

Speakers also articulated a great deal of respect and gratitude to the College for its fine educational programs and the excellence of its faculty, administrators and staff. Many, in fact, expressed a strong interest in developing collaborations or partnerships with specific programs within the College, or proposed deepening and expanding already-existing partnerships.

The listening sessions heard from a total of 247 speakers during the three month period (names and organizations are listed in the back of this report). The following table provides a demographic profile of the speakers:

	Males	Females
African-American	18	21
Asian	25	33
White	57	55
Filipino	1	2
Hispanic/Latino	14	19
Other	0	2
Total	115	132

Among the 247 speakers there were 14 CCSF alumni, 26 current CCSF students, 47 business-people, 100 representatives from community organizations, 42 educators, 12 representatives from lesbian, gay, bisexual and transgender organizations; 7 representatives from public/government agencies and 11 from workforce training/human resource organizations.

A complete listing of the presenters at each of the listening sessions is included in Appendix A.

During the Fall semester, the College Planning and Budgeting Council and other college organizations will review the findings in this report, and use them to update the College's Strategic Plan. Many of the ideas and suggestions listed in this report are already being implemented by the College; others will be addressed in the near future.

MAJOR FINDINGS FROM COLLEGE LISTENING SESSIONS

Overview

During a three month period, December 1998 through February 1999, City College held eight listening sessions in which 247 representatives of the City, business, communities, other educational institutions, non-profit agencies and religious institutions presented their ideas for what City College should be doing to meet the needs of the residents of San Francisco.

The presenters came prepared with their ideas, some of them discussing four or five proposals with the City College panelists. Consequently, listening session note-takers recorded close to 1000 ideas, suggestions, proposals and concerns for the college to review and consider. To organize this prodigious amount of data, we coded each recorded statement and then sorted them into general categories within each listening session. On a second sort, we matched and collected the coded statements from all listening sessions. The coded statements organized across all the listening sessions gave a general picture of what the presenters' were focusing upon.

The second sort of coded statements revealed seven major areas of concern among the invited presenters. What follows is a list of major findings from the listening sessions organized by the seven themes and a summary of the major proposals in each area:

I. EXPAND MARKETING AND COLLEGE OUTREACH ACTIVITIES

Presenters at every listening session emphasized the importance of ensuring that the public continues to know more about the College and its programs.

- *Increase public visibility*

  Many presenters both from the business sector and community organizations noted that the College needed more visibility among the general public. They spoke of the needs for prominent signs on college buildings; regular advertisements in especially community newspapers; and a contact person at each campus who could steer people to the appropriate program or person.

- *Promote the College in diverse communities*

  While most presenters praised the college for its commitment to meeting the needs of the residents of SF, many felt that the College had to do a better job of making itself known in the communities that are proximate to the college campuses. To market the college to these communities, languages other than English should be used, where appropriate.

- *Promote specific College programs*

  While some presenters spoke about marketing the College to a general audience, many of the presenters emphasized the importance of addressing specific education and

training needs. Therefore, they focused their remarks on college marketing strategies that would provide information about specific college programs. Among the many programs mentioned were English as a Second Language, Health-related occupational programs, programs targeted to special populations such DSPS, Gay, Lesbian and Bisexual Studies, or populations needing training and education in areas such as the hospitality industry or the technology-related industries.

- *Expand outreach to all students in the SFUSD schools*
  Many presenters emphasized the importance of being more aggressive in outreach efforts to students in the SF public schools through face-to-face meetings as well as publications. Presenters also suggested using administrators, faculty, staff and students to introduce the College to prospective students.

II. ACCESS TO THE COLLEGE AND TO COLLEGE PROGRAMS

Many presenters voiced concern over problems of gaining access to information about and entry into various College programs. They urged CCSF to focus on ways to improve access for current and future students seeking to enroll at the College.

- *Increase the effectiveness of enrollment, financial aid and testing services*
  Services including admissions, records, registration, testing, and financial aid were noted by many speakers as key first contacts for new and continuing students, and that these services should be oriented toward helping students get through the College processes as efficiently and quickly as possible.
- *Increase access to high-demand classes*
  Current and former students spoke about the need to increase the number of class sections especially of high demand classes in ESL, Mathematics, English and computers.
- *Increase the hours of college services*
  College services including the bookstore, libraries and classes need to be accessible to all students, especially in the evenings and weekends. Some presenters wanted classes to begin as early as 6 a.m.
- *Strengthen counseling services*
  The need for strengthening counseling services was noted by some speakers, including providing expanded information for students, increasing the availability of counselors during evenings and weekends and providing more professional development opportunities for the counseling staff.

III. FLEXIBLE DELIVERY OF SERVICES

A recurring theme throughout all the listening sessions was the importance of developing educational delivery services that meet the needs of students. The core of this view was the

need for flexibility in delivering instruction and student and administrative services. But it also included expansion of needed student support services.

- *Align College services with workforce needs*
  Many representatives from business, government, and the non-profit sector emphasized the importance of aligning College services including enrollment, instruction and student/academic support services with the needs of various sectors of the workforce including those needing retraining and upgrading. The task, they noted, requires adapting instructional curriculum, establishing new ways of enrolling, registering and advising students and providing them with academic support.
- *Expand distance education opportunities*
  Distance education including the expansion of the College's current offerings of telecourses and the establishment of on-line courses were important concerns for many presenters from business and industry.
- *Expand short-term classes*
  CCSF's short term classes need to be expanded to accommodate the needs of workers who need specific skill training in a short period of time.
- *Use more course modules*
  To enable some students who need multiple skill competencies, presenters urged that the College introduce more courses with specific skill modules.
- *Expand weekend courses/programs*
  Use of weekend courses and programs to promote maximum scheduling flexibility was proposed by many presenters.
- *Extend evening classes*
  To promote flexible scheduling, presenters frequently mentioned extending the number and time of the College's evening schedule.
- *Expand childcare services*
  Childcare services need to be expanded to include more slots for children, care for infants, and extended evening hours.
- *Expand counseling services*
  Increase the hours and availability of counselors for the transfer center; career center and general counseling.

IV. CONTINUE AND/OR EXPAND CURRENT PROGRAMS

- *Continue/Expand ESL and immigrant educational programs*
  Presenters at every listening session urged the college to either continue or expand its offerings in ESL and other immigrant educational programming.
- *Expand general education programs*
  Many speakers urged the College to expand specific programs such as courses that focus on critical thinking, writing and communications.

- *Expand programs for special populations*
  Among the proposals were ideas for the expansion of Gay, Lesbian and Bisexual Studies; retention programs for at-risk high school students; support programs for disabled students.
- *Expand basic skills courses*
  The College should expand basic skills classes, especially in English and Mathematics.
- *Expand concurrent enrollment classes for high school students*
  School administrators and business leaders both agreed that the concurrent enrollment programs should be expanded for high school students because these programs provided students with excellent opportunities to learn and earn college credit at the same time.
- *Establish more program articulation agreements with high schools*
  School administrators also proposed more program articulation agreements that link SFUSD high schools with CCSF programs. They cited Tech/Prep and School to Career programs as models.
- *Expand child development/parenting programs to more campuses*
  Child development and parenting received a great deal of attention by speakers who urged the college to expand offerings and cites where classes could be offered.

V. EXPAND WORKFORCE AND ECONOMIC DEVELOPMENT INITIATIVES

A central thread throughout all the listening sessions was the need for additional attention to workforce training, specifically the College needs to address the training and education needs of the incumbent workforce, the displaced workers, people receiving welfare and those workers who need to upgrade their skills.

- *Expand industry-specific training programs*
  The College should continue to develop training programs targeting specific industries such as finance, broadcast media, multi-media, and health.
- *Continue to work with City agencies and community organizations on welfare to work programs*
  Presenters urged the College to continue and even expand its working relationships with City agencies and community organizations to support welfare-to-work programs.
- *Provide workforce training for City and County departments*
  Administrators of many City and County agencies indicated that they would welcome joint agreements with CCSF to supply specific training to their employees.
- *Expand Vocational ESL classes*
  Expand English as a Second Language classes linked to specific vocational/technical programs to ensure that students learn a full range of English and communications skills related to the specific career program or class.

- *Utilize distance education delivery systems for workforce training*
  Use both on-line courses and telecourses to provide workforce training to workers who cannot attend traditional classes.

VI. SUPPORT OUT-OF-CLASSROOM LEARNING ACTIVITIES

There is a growing recognition of the importance of out-of-classroom learning activities as a mechanism for students to combine hands-on experiences with what they have been learning in the classroom. Many of the listening session presenters urged the College to continue and/or expand these opportunities for students.

- *Increase opportunities for service learning*
  Expand the number of service projects linked to courses and classes so that students can obtain academic credit for service-learning activities. Increase the linkages with community service projects located near CCSF campuses.
- *Expand internship opportunities*
  Increase the number and types of internships for CCSF students
- *Expand tutoring programs*
  Utilize College students as tutors for community-sponsored projects such as those in the OMI, and for school site including elementary, middle and high schools.
- *Provide mentoring opportunities for students*
  Utilize volunteers from business, industry, performing arts, professions and alumni to act as mentors for CCSF students.

VII. EXPAND PARTNERSHIPS AND COLLABORATIONS

The listening sessions confirmed that all sectors of San Francisco are interested in developing partnerships and collaborations with City College.

- *Continue to develop partnerships with business and industry*
  Increase partnerships with business and industry to address the workforce training and education needs including the needs of small and medium-size businesses
- *Expand collaboration with the San Francisco Unified School District*
  Members of the Board of Education and SFUSD senior administrators indicated a strong desire to expand collaborative projects with CCSF.
- *Expand collaboration with other post-secondary institutions*
  Three major universities in the region spoke to the CCSF listening sessions, all reaffirming their interest in deepening their collaboration with City College. CCSF should expand and develop its partnerships with institutions of higher education throughout the region, and where possible with institutions outside the Bay Area (such as Historically Black Colleges).
- *Expand collaboration with City and county government*
  Representatives from all parts of the City and County of San Francisco indicated a strong interest in developing collaboratives with CCSF.
- *Expand relations with community-based organizations*

The College should expand its collaborations with community organizations especially in the area of workforce training and education.

APPENDIX A

PRESENTERS AT LISTENING SESSIONS

LISTENING SESSION PRESENTERS

Alemany Campus Listening Session
(Held at Tenderloin School)

Mr. Robert Arenson, San Francisco District Manager, Walgreens
Mr. Rod Auyang, Director, Human Resources, San Francisco General Hospital
Mr. Patrick Batt, President, Merchants of Upper Market
Mr. David Bracker, Director, Arriba Juntos
Ms. Jennie Chin Low, Principal, Independence High School
Mr. Alvin Dea, Principal , Presidio Middle School
Ms. Anne Godfrey, Manager, Training & Development, San Francisco Department of Pubic Works
Ms. Toni Guy, Vice President-Education, Planned Parenthood
Mr. Steve Hirabayashi, Principal, John O'Connell High School
Ms. Yvonne Hudson, Director, Human Resources, San Francisco Human Services Department
Ms. Jane Huey, Principal, Tenderloin Community School
Dr. Marshall Issacs, EMS Director, San Francisco Fire Department
Mr. John Michaelson, Principal, Marina Middle School
Ms. Camille Morishige, Principal, George Washington High School
Mr. Bill Ng, President, North of Market Coalition
Mr. Philip Nguyen , Executive Director, Southeast Asian Refugee Resettlement Center
Mr. Cam Nguyen, Principal, International Studies Academy
Ms. Marsha Pendergrass, Principal, Pendergrass & Associates
Ms. Susan Phillips, Program Director, North of Market Coalition
Ms. Dana Serleth, President/CEO, Every Child Can Learn Foundation
Mr. Michael Smith, Director, Adult Literacy Project, YMCA
Ms. Jacky Spencer-Davies, Associate Director, Bay Area Women's & Children's Center
Mr. James Thompson, Board Member, Adopt-A-Block
Ms. Mariana Valdez, Equal Employment & Affirmative Action Program Specialist, SF Public Health Department
Dr. Jan Womer, Co-Pastor, St. Mark's Lutheran Church

Castro Valencia Campus Listening Session

Ms. Amelia Antonucci, Director, Italian Cultural Institute
Mr. John Avakian, Initiative Director, Ed Net, College of San Mateo
Mr. Mike Blockstein, Director, Southern Exposure
Ms. Connie Champagne, Speakers Bureau Coordinator, Community United Against Violence
Mr. Brain Chu, Executive Director, LYRIC
Mr. Kieran Flaherty, Legislative Assistant, Office of Mark Leno
Ms. Gail Koffman, President, Presidio Center for Technology
Mr. Tomas Lee, Legislative Assistant, Office of Tom Ammiano
Ms. Lynn Macias, Co-Founder, Presidio Center for Technology
Ms. Sheri McKenzie, Director, Enrollment Services, CA College of Arts & Crafts
Ms. Rebecca Molina, Organizational Development Associate, Mission Neighborhood Center
Mr. Joe Neisen, Executive Director, New Leaf
Ms. Rebecca Prozan, Special Assistant to the Mayor, City & County of San Francisco
Ms. Alexis Rabourn, Director, Intern Program, Women Inc.
Mr. Kevin Schaub, Executive Director, Harvey Milk Institute
Ms. Renee Shearer, Associate Director, San Francisco Art Institute
Mr. Mitch Thompson, Recreation Director, Eureka Valley Recreation Center
Ms. Luz Valentin, Principal , Everett Middle School
Mr. Tim Wolfred, Former Member, Board of Trustees, City College of San Francisco

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Chinatown/North Beach Campus Listening Session
(Held at CACA Auditorium)
Ms. Po Yee Au, Director of Employment & Training, Self-Help for the Elderly
Mr. Luigi Barassi, President, Litigation Technologies
Ms. Gentle Bylthe, Director of Community, Organizing & Planning, Telegraph Hill Neighborhood Center
Ms. Gigi Chen, Assistant Clinical Manager, Northeast Medical Services
Ms. Tracy Chen,
Ms. Lonnie Chin, Principal, Spring Valley Elementary School
Ms. Jennie Chin-Hansen, Executive Director, On-Lok Senior Health Services, Inc.
Ms. Sally Chou, Principal, Galileo High School
Ms. Angela Chu, Community Organizer, Chinatown Community Development Center
Ms. Rosemarie Fan, Community Relations, INS-Office of District Director
Mr. Francisco Hsieh, General Manager, Chinatown Restaurant
Ms. Sammie Huang,
Ms. May Huie, Principal, Chinese Educational Center
Mr. Howard Kwong,
Mr. K.C. Lau,
Ms. Katherine Lee, Assistant, Charity Cultural Service Center
Mr. Daniel Leone, Assistant Executive Director, North Beach Chamber of Commerce
Ms. Ruth Leong,
Mr. Harrison Lim, Director, Charity Cultural Service Center
Mr. Samuel Louie, Principal, John Yehall Elementary School
Pastor Don Ng, First Chinese Baptist Church
Dr. Peter Ng, Physician, Chinatown Public Health Center
Ms. Mary Ann O'Halloran, Manager, Wu Yee Children's Services
Mr. Darin Ow-Wing, Director, Community Educational Services
Ms. Madeline Ritchie, Director, Chinatown Public Health Center
Ms. Marianne Seiki, Principal, Francisco Middle School
Mr. Richard Siu, Program Director, Asian Community Immigration Clinic
Ms. Shirlene Tong, Principal, Yick Wo Alternative School
Mr. Thomas Toy, Liaison for Asian Community, North Beach Public Housing
Mr. Clifford Waldeck, President, Waldeck's
Mr. Ted Wang, Policy Director, Chinese for Affirmative Action
Ms. Susan Wang
Ms. Sienna Wong, Parent/Community Involvement Coordinator, SFUSD-Language Academy
Mr. Alan Wong, President, Chinese Christian Union
Mr. Kent Woo, Executive Director, NICOS-Chinese Health Coalition
Ms. Teresa Wu, Director, Chinese Newcomers

Downtown Campus Listening Session
Ms. Anna Yin
Ms. Carolyn Balfour
Ms. Parvinee Boonkasem
Ms. Tiffany Chang,
Mr. James Chappell, President, SF Planning & Urban Research Association
Mr. Rene Cina-Cruz, Editor-In-Chief, Filipinas Magazine
Ms. Eleanor Clement Glass, Program Officer, San Francisco Foundation

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Mr. Ted Fang, Publisher, SF Independent
Mr. James Fang, Publisher, Asian Week
Ms. Charlotte Ferguson, Program Officer, McKesson Foundation, Inc.
Ms. Diane Filippi, Principal, SMWM
Ms. Kimberly Ford, Program Officer, Walter S. Johnson Foundation
Ms. Wendy Gunther, Director of Staffing, PG&E
Mr. Scott Hauge, President, Cal Ins. & Associates, Inc.
Ms. Jackie Hicks, Director of Training & Organizational Development, Federal Reserve Bank of SF
Ms. Anita Hill, Executive Director, Yerba Buena Alliance
Ms. Mary Huss, Publisher, SF Business Times
Ms. Lynn Jimenez, Business Reporter, KGO Newstalk Radio
Supervisor Leslie Katz, Board of Supervisors, City & County of San Francisco
Ms. Flora Lo,
Ms. Fiona Ma, District Representative, Office of John Burton
Ms. Dorothea Moore
Mr. Robert Pearlman, President, Autodesk Foundation
Ms. Carol Piasente, VP for Communication & Information Tech., SF Chamber of Commerce
Mr. Mark Quinn, SF District Director, US Small Business Admin.
Ms. Irene Riley, Senior VP, Bank of America
Ms. Erlinda Santa Maria
Ms. Helen Sause, Deputy Director, SF Redevelopment Agency
Mr. Donald Timbie, General Manager, Palace Hotel
Ms. Damisela Vado,
Ms. Joanne Vliet, Int'l Department Manager, SF Chamber of Commerce
Mr. Kevin Wheeler, President, Global Learning Resources
Mr. Tony Wong, Staff Assistant, Office of Tom Lantos

John Adams Campus Listening Session
Ms. Kathy Abrahamson, Senior Director of Services, Rose Reznek Lighthouse for the Blind
Ms. Mary Beaudry, Alumni, CCSF
Mr. Ed Bolin, Chairman, Board of Directors, Haight Asbury Food Program
Mr. Nick Buick, Executive Director, Russian American Community Services
Mr. Charles Calavan, Deputy Director, In-Home Supportive Services Public Authority of SF
Ms. Veronica Cavell, Director, Employment Education & Career Services, Walden House
Ms. Stella Chu, Senior Nutritionist, Commission on the Aging
Ms. Susan Eisenberg, Deputy Director, Self-Help for the Elderly
Mr. Steven Fields, Executive Director, Progress Foundation
Ms. Lyn Fischer-Ponce, Project Coordinator, STD Prevention & Control
Ms. Rosemary Fox, Chief Operating Officer, St. Mary's Hospital
Ms. Barbara Gallardo, District Director of Clinical Operations, Vencor
Ms. Mary Ruth, Gross, Assistant Director, Home Care Division, SEIU Local 250
Ms. Marsha Harbor, Alumni, CCSF
Dr. Paula Hudis, Senior Research Consultant, MPR Associates
Ms. Marie Jobling, Director, Planning for Elders in the Central City
Ms. Patricia Kemerling, Executive Director, Arc Association
Sister Mary Kilgariff, Director, Community Affairs, St. Mary's Hospital
Ms. Valarie Klung, Manager, Sales Education, Blue Shield of California
Dr. Eugene Labarre, Faculty, Dept. of Removable Prostethics
Mr. Robert Langseth, Executive Director, SF Boys & Girls Club
Dr. John Lantz, Dean, School of Nursing, USF
Captain Daniel Lawson, Director of Training, SFPD

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Dr. Mary Beth Love, Chair-Dept. of Health Education, SFSU
Ms. Kathy McKay, Alumni, CCSF
Ms. Annette Murphy, Alumni, CCSF
Mr. Gary Osteraas, Deputy Director, Meals on Wheels
Mr. Bob Prentice, Director, Population, Health & Prevention, San Francisco Health Department
Ms. Jennifer Ruzek, Project Director, UCSF Center for Health Professions
Mr. Richard Shortall, EMS Chief, SF Fire Dept.
Ms. Abby Snay, Director, Jewish Vocational Services
Ms. Laurie Sullivan, Alumni, CCSF
Ms. Sonia Tom-Chew, Director, Managed Care Systems, McKesson Corp.
Mr. Anthony Wagner, Executive Administrator, Health Network of SF
Ms. Priscilla Wanerus, Regional Director-Northern California, QuadraMed
Mr. Don Zingale, Dean, Health & Human Services, San Francisco State University

Mission Campus Listening Session
(Held at Horace Mann Academic Middle School)
Ms. Rebecca Aced, Organizational Development Associate, Neighborhood Center
Mr. Ted Alfaro, Principal, Mission High School
Mr. Julio Aponte, Manager, La Grande
Mr. Chuck Ayala, Former Board Member, CCSF; Board Member, Centro Latino de San Francisco
Ms. Gloria Bonilla, Executive Director, Centro Latino de San Francisco
Ms. Tracey Brown, Program Manager, Mission Girls Services YWCA
Mr. Donald Drummond, Head Pastor, Christ United Presbyterian Church
Dr. Felix Gutierrez, Executive Director/Senior Vice President, Freedom Forum
Ms. Alina Laguna, President, Hispanic Chamber of Commerce
Mr. John Marsh, Co-Minister, First Unitarian Church
Ms. Raquel Medina, Director, Mission Economic Development Association (MEDA)
Mr. Victor Miller, Editor, New Mission News
Ms. Ana Montes, Director, Consumer Education & Outreach, Latino Issues Forum
Mr. Jose Najar, General Manager, Andora Inn
Mr. David Newcomer, Program Manager, Commission on the Aging
Ms. Frances Palcios, Director, Public Relations, KDTV, Channel 14
Ms. J. P. Perino, Special Projects Associate, Mission Neighborhood Health Center
Ms. Arlene Rodriquez, Director, Community Program, Golden Gate National Park Association
Mr. Tomas Roman, Anchor News Reporter, KRON, Channel 4
Mr. Frank Salinas, Student, CCSF
Ms. Rhonda Sampson, Community Resource Director, Edison Academy School

Phelan Campus Listening Session
Mr. Jack Anderson, Officer, Lowell High School Alumni Assoc.
Dr. Rosa Apodaca, Assistant Superintendent-Language Academy, SFUSD
Ms. Cheryl Austin, Director, Health Information Services, Laguna Honda Hospital
Mr. Robert Begley, Executive Director, Hotel Council of San Francisco
Ms. Charlesetta Burks
Mr. John Caldera
Ms. Gwen Chan, Associate Superintendent, SFUSD
Ms. Petrina Chi
Mr. Gene Coleman, Deputy Director, Mayor's Office of Community Development
Ms. Mildred Crear, Director, Coordinating Council for Children, Youth & their Families
Mr. Michael Cresanti

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Ms. Linda Davis, Deputy Superintendent, Instructional Support, SFUSD
Mr. Larry Del Carlo, Director, Business & Community Development, SFUSD
Ms. Tracey Faulkner
Mr. Christopher Finn
Ms. Valeria Glover, Board Member, Pilgrim Community Center
Mr. Gil Gordon, Executive Director, Ingleside Community Center
Ms. Mary Hernandez, Commissioner, Board of Education, SFUSD
Ms. Shelia Hernandez
Ms. Anne Marie Kammerer
Mr. Ian Kelly
Mr. Anthony Kenyon
Mr. Michael Kushner
Ms. Elaine Lee, Director, Koshland Program, San Francisco Foundation
Ms. Sandra Leigh, Principal, Harvey Milk Civil Rights Academy
Supervisor Mark Leno, Board of Supervisors, City & County of San Francisco
Ms. Terry McCray Hill, Executive Director, OMI Community Center
Mr. Kent Mitchell, President, United Educators of San Francisco
Dr. Brian Murphy, Executive Director, Urban Institute, San Francisco State University
Mr. Genaro M. Padilla, Vice Chancellor-Undergraduate Affairs, University of California, Berkeley
Dr. Margaret Penn, Principal, Sunnyside Elementary School
Mr. David Pilpel
Mr. Don Price, President, Sunnyside Neighborhood Association
Dr. John Quinn, Associate Superintendent, SFUSD
Dr. Waldemar Rojas, Superintendent of Schools, SFUSD
Father John P. Schlegel, President, USF
Ms. Pamela Shields, Project Coordinator, San Francisco Foundation
Ms. Gayle Tang, Director, Multi-Cultural Services, Kaiser Hospital
Mr. Jeff Trinidad
Mr. Royce Vaughn, President , SF Business League
Mr. Dan Weaver, Vice President, OMI Community Action Organizations
Ms. Jill Wynns, Commissioner, Board of Education, SFUSD

Southeast/EvansCampuses Listening Session
Mr. Steve Arcelona, President, Private Industry Council of SF
Ms. Josephone Cole, Community Relations, Josephine Cole Library
Ms. Roslyn Dentley
Ms. Diedra Epps-Miller, Collaborative Manager, Bayview/Hunter's Point Healthy Start
Dr. Rejoice Frazier, Principal, Gloria Davis Middle School
Ms. Joan Goldman, Branch Manager, Excelsior Library
Mr. Michael Gonzales, Interium Director, SF Educational Services
Ms. Hope Hayes, Chairwoman, SEC Advisory Council
Ms. Christine Herrera
Mr. Arthur Hopkins, Vice President, SECC
Mr. Eli Horne, Executive Director, Visitacion Valley Beacon
Mr. Walter Johnson, Secretary-Treasurer, SF Labor Council
Reverend Calvin Jones, Providence Baptist Church of SF
Ms. Shirley Jones, Executive Director, CAHEED
Mr. Abdul Kenyatta, Project Coordinator, Renaissance Parents for Success
Reverend John Lane, Grace Baptist Church
Mr. Will Lightbourne, Executive Director, SF Dept. of Human Services
Ms. Veronica Lightfoot, Counselor, Washington Carver School

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Mr. Tony Lugo, Director, Employment & Training, Arriba Juntos
Ms. Nobuko Maki
Ms. Kim Mazzuca, Assistant Director, Jewish Vocational Services
Dr. Toye Moses, President, Southeast Community Center
Mr. Mohammad Neru, Executive Director, SF League of Urban Gardeners
Mr. Sulagi A. Palega, Contract Administrator, Private Industry Council of SF
Mr. John Poremba, Regional Manager, Employment Development Department
Mr. Willlie Ratcliff, Publisher, SF Bayview Newspaper
Reverend Shad Riddick, Metropolitan Baptist Church
Ms. Sabrina Saunders, Commissioner for Appeals Board, Museum Place Project
Ms. Lucy Scarbrough, Manager, Employment Development Dept.
Ms. Cheryl Smith-Thornton, Director, Bayview YMCA
Mr. Michael Steinback, Financial Resource Center Manager, Renaissance Center
Ms. Beverly Taylor, Volunteer Manager, Network for Elders
Mr. U Myat Thein
Mr. Onyx Walker, Onnie's Cafe
Mr. Roland Willis, Executive Director, Community Computer Center, Inc.
Ms. Lucy Wright

APPENDIX B

COLLEGE SUPPORT STAFF

City College of San Francisco faculty, staff, administrators and trustees who helped to make the listening sessions possible:

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